



# **Departmental Quarterly Performance Report**

**Office of Strategic Business Management**

**FY 2004-05  
Third Quarter**

<b>I. Performance Initiatives</b>	<b>Page 2</b>
<b>II. Personnel Status</b>	<b>Page 10</b>
<b>III. Financial Performance</b>	<b>Page 11</b>
<b>IV. Department Director Review</b>	<b>Page 13</b>

# Departmental Quarterly Performance Report

Department Name: Office of Management and Budget

Reporting Period: Third Quarter (April - June 2005)

## MAJOR PERFORMANCE INITIATIVES

Describe Key Initiatives and Status

Check all that apply

**Strategic Plan Goal ES1: Enable County departments and their service partners to deliver quality customer service.**

ES1-1 Conveniently accessed and easy-to-use services

ES1-3 Unity of County service delivery

ES1-4 Satisfied Customers

ES1-1 Strategic Plan

☒ Business Plan

☐ Budgeted

Priorities

☐ Customer Service

☐ Workforce Dev.

☐ Audit Response

☐ Other

(Describe)

Department Performance Objective (performance measure in italics):

- Develop expanded Secret Shopper Program to include shopping the new 311 Call Center, shop one entire "process"; continue "secret shopped" 50% of departments in FY 2004-05, with three months to issue departmental reports after annual shopping period is completed
- Increase percent of customers who feel Office of Strategic Business Management (OSBM) intervention is helpful in improving services to 90

Performance Status:

- Currently shopping all departments scheduled for FY 2004-05
- Staff from the Department of Business Development (DBD) trained on use of new survey software; 12 surveys deployed using the software
- Market Research Pool negotiations held; contracts signed by four of six participating firms; county attorney reviewing changes requested by two firms
- Survey guidelines from other resources on the web identified
- Various departments assisted in implementing sound customer feedback efforts, including; Building Code Compliance Office, Communications, Agenda Coordination, GSA – Liability Claims, GSA – Risk Management Division
- Resident Satisfaction Survey implementation placed on hold until beginning of 2006
- Business Case of new Employee Satisfaction Survey under development
- Review of customer feedback plans for all Enabling Strategies departments

Comment(s):

- Completing special "shopping" request, including those related to 311 Answer Center and Building Department to conduct more extensive shopping of permit process
- Revised evaluation forms to reflect the County's customer service standards

**Departmental Quarterly Performance Report**  
**Department Name: Office of Management and Budget**  
**Reporting Period: Third Quarter (April - June 2005)**

**Strategic Plan Goal ES8: Ensure the financial viability of the County through sound financial management practices**

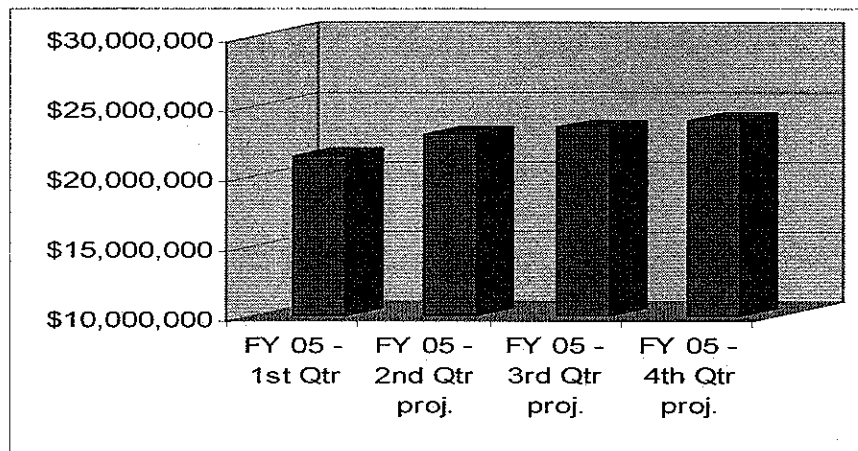
ES8-2: Planned necessary resources to meet current and future operating and capital needs.

Department Performance Objective (performance measure in italics):

- Increase Emergency Contingency Reserve Fund to \$24 million by year-end
- Achieve average Government Finance Officers Association (GFOA) Scores for the prior year proposed budget between 3.3 and 3.5 out of 4.

Performance Status:

**Emergency Contingency Reserve Fund**



- The Emergency Contingency Reserve Fund has \$21,368,000 as of the end of the 2<sup>nd</sup> quarter for FY 2004-05.
- The GFOA recognizes budget documents that represent the entity's financial plan as well as the plan's ability to be used as not only a budget but also as a policy and operational guide and a communication device.

GFOA Scores for the County Manager's proposed budget documents:

Actual Scores Received from GFOA	Business Plan Target for FY04-05 Proposed Budget	FY 02-03 Proposed Budget	FY 03-04 Proposed Budget
As a policy document	3.3	3.3	3.1
As a financial plan	3.2	2.9	2.8
As an operational guide	3.5	2.9	3.0
As a communication device	3.2	3.0	3.1

ES8-2 Strategic Plan  
☒ Business Plan  
☐ Budgeted  
Priorities  
☐ Customer Service  
☐ Workforce Dev.  
☐ Audit Response  
☐ Other  
 (Describe)

# Departmental Quarterly Performance Report

Department Name: Office of Management and Budget

Reporting Period: Third Quarter (April - June 2005)

<p>ES8-2 Planned necessary resources to meet current and future operating and capital needs.</p> <p><u>Department Performance Objective (performance measure in italics):</u></p> <ul style="list-style-type: none"><li>• 75% of revenue maximization staff trained who felt that the training session met their needs and benefited from the training</li><li>• 100% of County staff surveyed satisfied with technical support and training received for revenue maximization efforts</li><li>• \$1 million dollars received by County as part of the revenue enhancement activities in FY 2004-05</li></ul> <p><u>Performance Status:</u></p> <ul style="list-style-type: none"><li>• During the 3rd quarter the Division assisted and the County was awarded a \$30,000 grant from the National Center for Civic Innovation, and OSBM assisted departments with preparing pending applications for an additional \$4.3 million in grant funding from various sources</li><li>• 100% of updates to grants website and grant announcements to County agencies were completed</li><li>• 95% of participants surveyed were satisfied with technical support received for revenue maximization and grants</li></ul>	
<p>ES8-2 Planned necessary resources to meet current and future operating and capital needs.</p> <p><u>Department Performance Objective (performance measure in italics):</u></p> <ul style="list-style-type: none"><li>• Increase Incorporation and Annexation support/attendance to Municipal Advisory Committee (MAC) meetings</li><li>• Maintain schedule for new applications to the Boundaries Commission within six weeks of receiving the applications</li><li>• Complete MAC process for all Municipal Advisory Committees within 12 months of the creating legislation</li><li>• Negotiate and execute service contracts with new municipalities within 180 days of the election of municipal officers</li><li>• Execute contracts for municipal services with new and existing municipalities</li></ul> <p><u>Performance Status:</u></p> <ul style="list-style-type: none"><li>• During the 3rd quarter, achieved 83% attendance at MAC meetings – 12 of the 13 MAC meetings received direct staff support</li><li>• The City of Sweetwater boundary change received a favorable recommendation from the PAB Boundaries Committee and the full PAB on June 27, 2005</li><li>• The Fisher Island MAC held one meeting of their subcommittee for which staff participation is not required</li><li>• The City of North Miami application for boundary change was not accepted by the BCC at the June 21, 2005 meeting</li></ul>	<p>ES8-2 Strategic Plan</p> <p><u>X</u> Business Plan</p> <p><u>  </u> Budgeted</p> <p>Priorities</p> <p><u>  </u> Customer Service</p> <p><u>  </u> Workforce Dev.</p> <p><u>  </u> Audit Response</p> <p><u>  </u> Other</p> <p>(Describe)</p>

# Departmental Quarterly Performance Report

Department Name: Office of Management and Budget

Reporting Period: Third Quarter (April - June 2005)

- The Fisher Island MAC, created on July 13, 2004 by Resolution R-838-04, is still within 12 months of the creating legislation; the MAC is still preparing it pro-forma budget while negotiating the cost of local police patrol with the Miami-Dade Police Department
- The deed to Doral Meadow Park has not yet been transferred due to County involvement in on-going construction; the division did not meet the 180-day period following the election of municipal officers
- Interlocal agreements concerning parks and library issues are currently being negotiated with the Village of Palmetto Bay; the division did not meet the 180-day period following the election of municipal officers
- An interlocal agreement between Miami-Dade County and the City of Miami Gardens for the allocation of \$6 million to assist in the construction of the Carol City Community Center was approved and signed by the BCC; issues regarding Brentwood and Carol Park remain outstanding and are being finalized by the Parks Department

## Strategic Plan Goal ES9: Deliver on promises and be accountable for performance

ES9-2: Alignment of priorities throughout the organization

ES9-3: Achievement of performance targets (priority outcome)

ES9-4: Accountability to the public at every level of the organization (priority outcome)

ES9-5: Continuously improving government (priority outcome)

### Department Performance Objective (performance measure in italics):

- Increase the percent of Strategic Plan outcomes with appropriate key performance indicators defined in the automated performance management system to 50% by year-end
- Deploy 70 % of performance software to departments by year-end

### Performance Status:

- Configuration of the Performance Management Software, ActiveStrategy Enterprise (ASE) was initiated
- 439 Measures from 44 departments (approximately 70%) were loaded into ASE; nearly half of the data from all departments has been loaded
- Four county employees were trained as ASE software administrators; Executive training began near the end of the 3<sup>rd</sup> Quarter will continue through the 4<sup>th</sup> quarter

ES9-1 Strategic Plan

X Business Plan

X Budgeted

Priorities

\_\_\_ Customer Service

\_\_\_ Workforce Dev.

\_\_\_ Audit Response

\_\_\_ Other

(Describe)

# Departmental Quarterly Performance Report

Department Name: Office of Management and Budget

Reporting Period: Third Quarter (April - June 2005)

<p>ES9-2: Alignment of priorities throughout the organization ES9-3: Achievement of performance targets (priority outcome) ES9-4: Accountability to the public at every level of the organization (priority outcome)</p> <p><u>Department Performance Objective (<i>performance measure in italics</i>):</u></p> <ul style="list-style-type: none"><li>• Departmental Quarterly Performance Reports posted on-line within 45 days of the end of quarter</li><li>• Increase percent of survey respondents that are satisfied overall with the Community Scorecard to 75</li><li>• Maintain 100 percent of departments trained in linking business plans to the strategic plan</li></ul> <p><u>Performance Status:</u></p> <ul style="list-style-type: none"><li>• Conducted two focus groups on the community scorecard which was distributed earlier in the year; results are now being analyzed and summarized</li><li>• The percent of survey respondents that were satisfied overall with the Community Scorecard was 70%; survey results were for the December scorecard based on feedback obtained during the second quarter (Jan-March)</li><li>• Assisted with the May 26 County Manager's executive management results-oriented government workshop</li><li>• Data verification responses were submitted to ICMA Center for Performance Management as part of the annual data cleansing effort for that program. The data cleansing effort helps to ensure consistency (apples to apples comparison) reported by different government jurisdictions from all over the Country</li></ul>	<p>ES9-2 Strategic Plan <u>X</u> Business Plan <u>X</u> Budgeted Priorities ___ Customer Service ___ Workforce Dev. ___ Audit Response ___ Other _____ (Describe)</p>
<p>ES9-1: Alignment of services provided with community's needs and desires (priority outcome)</p> <p><u>Department Performance Objective (<i>performance measure in italics</i>):</u></p> <ul style="list-style-type: none"><li>• Implement, update, and distribute County Strategic Plan</li></ul> <p><u>Performance Status:</u></p> <ul style="list-style-type: none"><li>• Efforts for conducting a biannual update of the County Strategic Plan are being redirected towards the major five-year Strategic Plan revision. Preliminary planning for the county Strategic Plan revision has commenced. An approach and timeline is being developed. The revised Strategic Plan is expected to be completed and approved prior to the beginning of FY 2008-09.</li></ul>	<p>ES9-3 Strategic Plan <u>X</u> Business Plan ___ Budgeted Priorities ___ Customer Service ___ ECC Project ___ Workforce Dev. ___ Audit Response ___ Other _____ (Describe)</p>

**Departmental Quarterly Performance Report**  
**Department Name: Office of Management and Budget**  
**Reporting Period: Third Quarter (April - June 2005)**

ES9-1: Alignment of services provided with community's needs and desires

Department Performance Objective (performance measure in italics):

- Maintain 100 percent of Gainsharing Memoranda of Understanding (MOUs) closed-out prior to second pay period in December
- Increase the number of new MOUs annually to 2 annually
- Maintain the average number of days for reviews of submitted AOs at 4
- Decrease the number of days for posting final AOs on the internet to 3
- Ensure 100 percent of milestones met when updating procedures manual
- Maintain the number of reviews in which Performance Improvement has led or provided oversight at 15
- Ensure 100 percent of milestones met in support of Corporate Sponsorship Executive Committee
- Ensure 100 percent of milestones met in support of "Results Oriented Government" framework

Performance Status:

- During the 3rd quarter, the Performance Improvement (PI) Division worked on eleven consulting projects and four MOU/Gainsharing-related projects
- During the 3rd quarter, the PI Division received six AOs for review. The average review time was 1.7 days. The ETSD conversion project to simplify and enhance the uploading process was completed and all AOs are now available on line in PDF format
- 100% of milestones met when updating procedures manual
- During the 3rd quarter, the PI Division provided staff support to two Corporate Sponsorship Executive Committee meeting scheduled on April 20<sup>th</sup> and June 8<sup>th</sup>
- The PI Division prepared a "Governing for Results" Ordinance for incorporation into the County Code. This ordinance, sponsored by the Chairman and the BCC, was adopted on first reading at the May 17 BCC meeting and forwarded to the full Board with a favorable recommendation by the Internal Management and Fiscal Responsibility Committee on June 16

ES9-4: Accountability to the public at every level of the organization

ES9-5: Continuously improving government

Department Performance Objective (performance measure in italics):

- Percent of senior leadership trained in Sterling criteria for performance excellence

Performance Status:

- Coordinating Sterling Challenge training for nine select departments, scheduled to take place in July 2005.

ES9-4/9-5 Strategic Plan

X Business Plan  
 \_\_\_ Budgeted Priorities  
 \_\_\_ Customer Service  
 \_\_\_ Workforce Dev.  
 \_\_\_ Audit Response  
 \_\_\_ Other \_\_\_\_\_  
 (Describe)

# Departmental Quarterly Performance Report

Department Name: Office of Management and Budget

Reporting Period: Third Quarter (April - June 2005)

## Strategic Plan Goals

HH2: Ensure Universal Access to timely and accurate services information and community facilities

HH4: Promote independent living through early intervention and support services

HH7: Ensure high quality standard of care in health and human services

### Department Performance Objective (performance measure in italics):

HH2-2: Increased utilization of available health and human services across all neighborhood facilities

- Increase the number of Ryan White Title 1 HIV service sites countywide to 130 in FY 2004-5 (contingent upon availability of grant funds)
- Increase the number of Ryan White Title 1 providers to 41 FY 2004-05 (contingent upon available of grant funds).

HH4-1: Healthier community

- Continue to serve at least 11,000 eligible HIV+ persons in the Ryan White Title I program
- Increase the number of HIV+ persons connected to care as a results of Ryan White Title I outreach efforts to 1,000 in FY 2004-05

HH7-1: Improved customer service and care in health and human services

- Increase the number of training sessions targeting case management outreach, and medical care providers of Ryan White Title I funded services to 40
- Increase in satisfaction among recipients of Ryan White Title I funded services to 90%
- Increase number of service providers monitored to assess quality of service rendered and appropriate use of Ryan White funds to 32

### Performance Status:

- During this quarter, approximately 5,000 unduplicated clients were served through a variety of Title 1 funded health care and supportive services
- Another 4,388 persons believed to be HIV+ and not currently in care were contacted via Title I outreach efforts. Of this number of outreach clients contracted, 177 (4.03%) were connected to care (outpatient medical care, substance abuse treatment, and/or case management services)
- During 3<sup>rd</sup> quarter, 6 training session were held targeting case management providers and one targeting outreach providers
- Interviews were conducted for the vacant Ryan White Coordinator position
- Ryan White staff attended a Ryan White All Titles' meeting to develop Florida's Statewide Coordinated Statement of Needs

### Comments:

- Needs assessment for FY 2006-07 was completed in June 2005
- The Miami-Dade HIV/AIDS Partnership completed funding allocations and prioritization of HIV services for FY 2006-07 in June 2005
- Ryan White staff and the Partnership's Executive Committee met with a coalition of elected officials in North Dade, including representatives from

HH2-2, HH4-1, HH7-1  
Strategic Plan

X Business Plan

X Budgeted

Priorities

X Customer

Service

\_\_\_ Workforce Dev.

\_\_\_ Audit Response

\_\_\_ Other

(Describe)



# Departmental Quarterly Performance Report

**Department Name: Office of Management and Budget**

**Reporting Period: Third Quarter (April - June 2005)**

---

local, State, and Federal levels to address the HIV/AIDS epidemic in Miami-Dade County

- One Provider Forum was held during the 3<sup>rd</sup> Quarter

**Departmental Quarterly Performance Report**  
**Department Name: Office of Management and Budget**  
**Reporting Period: Third Quarter (April - June 2005)**

---

**PERSONNEL SUMMARY**

*A. Filled/Vacancy Report*

NUMBER OF FULL-TIME POSITIONS <sup>1</sup>	Filled as of December 31 of Prior Year	Current Year Budget	Actual Number of Filled and Vacant positions At the end of each quarter							
			Quarter 1		Quarter 2		Quarter 3		Quarter 4	
			Filled	Vacant	Filled	Vacant	Filled	Vacant	Filled	Vacant
	77	76	64	12	69	7	69	7		

**Notes:**

*B. Key Vacancies:*

*C. Turnover Issues: All budget analyst positions have been filled within the Budget division. Recruitment efforts continue in the Performance Improvement division to fill remaining vacant consultant manager positions.*

*D. Skill/Hiring Issues:*

*E. Part-time, Temporary and Seasonal Personnel: Management Trainee interview are scheduled to begin during the third quarter.*

*F. Other Issues:*

**Departmental Quarterly Performance Report**  
**Department Name: Office of Management and Budget**  
**Reporting Period: Third Quarter (April - June 2005)**

**FINANCIAL SUMMARY**

Office of Strategic Business Management – General Fund (All Dollars in Thousands)

	PRIOR YEAR	CURRENT FISCAL YEAR						
		Total Annual Budget	3rd Quarter		FY 2004-05 Year-to-date (1 <sup>st</sup> , 2 <sup>nd</sup> , and 3 <sup>rd</sup> Quarter)			% Of Annual Budget
			Budget	Actual	Budget	Actual	\$ Variance	
Revenues	General Funds							
Total								
Expense*								
Personnel	\$2,819	\$4,867	\$1,192	\$1,494	\$4,867	\$3,501	\$1,366	72%
Other Operating	\$663	\$890	\$223	\$220	\$890	\$577	\$313	65%
Capital	\$7	\$0	\$0	\$-17	\$0	\$-17	(\$17)	0%
Total	\$3,489	\$5,757	\$1,671	\$1,643	\$5,757	\$4,061	\$1662	71%

Health and Human Service - Ryan White Title I CARE Grant (All Dollars in Thousands)  
 Ryan White Title I Grant Year (FY 2003-04) runs from 3/1/2003 through 2/28/2004

	PRIOR YEAR	CURRENT FISCAL YEAR						
		Total Annual Budget	1 <sup>st</sup> Quarter		YTD 2005-06			% Of Annual Budget
			Budget	Actual	Budget	Actual	\$ Variance	
Revenues								
♦ Fed. Grants	\$25,759	\$25,540	\$6,385	\$7,662	\$19,155	\$11,701	\$8,534	61%
♦ Carryover	\$534	\$0	\$0	\$0	\$0	\$0	\$0	0
Total	\$26,293	\$25,540	\$6,385	\$7,662	\$26,805	\$11,701	\$8,534	61%
Expense*								
Administration	\$881	\$1,277	\$319	\$258	\$958	\$690	\$240	72%
Contractual Svcs.	\$25,412	\$24,263	\$6,066	\$7,654	\$18,197	\$13,075	\$7,125	72%
Total	\$26,293	\$25,540	\$6,385	\$7,911	\$19,155	\$13,765	\$7,365	72%

\* Ryan White Title 1 grant year (FY04-05) runs from 3/1/2004 through 2/28/2005. This report covers the first quarter of the fiscal year, March 2004 through May 2004.

**Notes for Ryan White:**

1. Administrative and Contractual expenditures are not evenly distributed throughout the fiscal year.
2. Carryover amount at the discretion of the federal government.
3. The Finance Department conducts drawdowns as needed, to reimburse the County general fund based on documented expenditures.
4. Federal government reimburses only actual expenditures, so expenses equal revenues.

**Departmental Quarterly Performance Report**  
**Department Name: Office of Management and Budget**  
**Reporting Period: Third Quarter (April - June 2005)**

**Equity in pooled cash (for proprietary funds only) (All Dollars in Thousands)**

Fund/ Subfund	Prior Year End of close-out	*Projected at Year-end as of			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
		05/31/04	08/31/04	11/30/04	2/28/05
SO 720 720	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	\$0	\$0	\$0	\$0	\$0

**Comments:**

The Ryan White Title I federal grant is received by the County on a reimbursement basis. Therefore, during the grant period there is a negative cash balance of about \$1 to \$2 Million. At the end of the closeout period, the cash balance is \$0.

**STATEMENT OF PROJECTION AND OUTLOOK**

The Department projects to be within authorized budgeted expenditures and projects that available revenues will exceed expenses except as noted below:

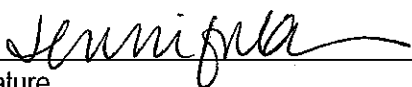
Notes and Issues:

**Departmental Quarterly Performance Report**  
**Department Name: Office of Management and Budget**  
**Reporting Period: Third Quarter (April - June 2005)**

---

**DEPARTMENT DIRECTOR REVIEW**

The Department Director has reviewed this report in its entirety and agrees with all information presented including the statement of projection and outlook.

  
\_\_\_\_\_  
Signature  
Department Director

Date 8/17/05